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MERCHANDISING
IN A
SMALL MARKET

A Thesis Presented for the
Degree of Master of
Business Administration

by

Regis E. Lepage, B. A.

Boston University
[illegible]

THE COLLEGE OF BUSINESS ADMINISTRATION BOSTON UNIVERSITY

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TABLE OF CONTENTS

Introduction 1

I

- Organization 3
  - Executive 3
    - Qualities 4
    - Day's Work 5
    - Sales problems 6
    - Credits 10
    - Sales plans 11
    - Contests 12
    - Sales meetings 12
    - Assistance to executive 13
  - Assistants 14
    - Production foreman 14
    - Route supervisor 15
      - Supervision 16
      - New routes 16
      - Training 18

II

- House-to-house System 20
  - Fundamentals of system 22

- Salesmen 24
  - Selection 24
  - Training 25
    - Methods 25
    - Sales manual 28
    - Report cards 29
    - Training procedure 30
    - Training on the route 32
  - Compensating plan 35
    - Quota 37
- Territories 42
  - Size 44
  - Control 45
  - Long distance routes 45
- Trucks 46
  - Bakers ownership 47
  - Salesmen ownership 47
  - Color and design 48
- Ordering 49
  - Order sheets 49
  - Settlement sheets 50
- Conclusion 51

III

Store selling 52

- Quality 53

Reasons 55
Advantages 57
Variety 58
Lines of goods 58
Class of customers 59
Exterior 60
General appearance 60
Windows 61
Interior 63
Floor 63
Lighting 64
Show cases 64
Arrangement 65
Personal salesmanship 67
Four steps of selling 67
Requisites for the salesgirls 69
Training of salesgirls 70
Compensation for salesgirls 71
Printed salesmanship 72
Purpose 72
Form 72

IV

Problems 74
Advertising 74

- Theme 75
- Planning 76
- How to plan 77
- Appropriation 78
- Media 79
  - Inserts 80
  - Truck posters 82
  - Newspaper 83
  - Other forms 85
- Competition 86
  - Local bakers 88
  - Outside bakers 90
  - Chain stores 91
  - Five cent loaf 91
- Stale returns 93
  - Over-ordering 94
  - Fluctuation of the consumer's demand 85
  - Outlets 96
- Packaging 97
  - Effect on appearance of goods 98
  - Effect on sales 99
  - Effect on condition of goods 99
- Conclusion 101
- Bibliography 103

INTRODUCTION

The object of the author in writing this thesis is to point out the deficiencies existing in small bakeries, and to give general policies to be adopted in order to correct them.

Being of the general opinion that the real difficulties reside in the marketing of bakery products rather than in their production, we find it appropriate to restrict our work to house-to-house selling and store selling and omit the wholesale part of the business. We feel that the future of the small baker resides in the extablishment of those two branches of his business on sound principles.

We devoted our analysis to modern trends in house-to-house selling and new means of increasing the sales in the most profitable department of the business, i.e., store selling.

We thought it profitable to have those two chapters preceeded by one "Organization" in which are given the duties and activities of the executive and his assistants, and followed by an analysis of "Advertising", "Competition", "Stale Returns", and "Packaging", all of which require more thorough

treatment.

By a small bakery we mean a bakery having from $75,000 to $120,000 annual net sales and making business in a community of 50,000 people. We assume that the typical small baker, operating a house-to-house system, has a sales force of ten men and sells only at retail.

We are especially grateful to Mr. Seth Wood of Standard Brands Company Incorporated. Mr. Wood has proved once again the wish of his company to be of help to any person interested in the baking industry. The informations received from Mr. Noonan of City Baking Company of Baltimore and from Mr. Winn of Proctor and Gamble Company have also been of great assistance in the realization of this thesis.

CHAPTER I

Organization

The Executive

Any business to be successful must be well organized. There must be competent members working under the direction of a capable executive. The name executive usually designates the head of a specific department of a concern, but in a small firm executive is the one who looks after production, marketing, and finance. He is the "boss", the "yes-and-no" man from whom all decisions must come concerning the different aspects of his business.

The small bakery executive is a good production man, a fair finance executive, and a very poor sales-manager. The average small baker is interested in nothing else but production. It is surprising to find out how much the small baker knows concerning his goods and how ignorant he is of his clientele and the sales methods used by his competitors. He often bakes the best bread and cakes in town, and yet the inferior products of outside concerns will cut his sales.

The answer is easily seen. The big bakers have found out the importance of planned salesmanship, they have found out that the energy of the company must be spent in building up a trade and meeting the requirements of it rather than bake goods and try to force the public to buy them.

There is therefore an urgent necessity for the small bakery executive to become a good salesmanager, capable of keeping pace with the increasing activities of the large concerns.

Qualities[1].--"The first requirement of the executive of a small firm is to have a clear realization of economic and social conditions."[2] By this, we mean that the executive should be familiar with the actual events going in his community, and the characteristics of his clientele so that he can use his knowledge of them to the advantage of his company.

"He must also know how big a factor in his business competition is and what his financial limitations are in meeting that competition."[3] Who are his competitors? On what basis are they pushing competition? Is it on a price or on a quality basis?

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[1] Adapted from "Problems of the Executive", Harold Whitehead, New York, 1927, p. 14 to 19.

[2] Ibid. p. 14.

[3] Ibid. p. 17.

An executive must be able to appreciate the employees capacities and the requirements for different jobs. Especially in a small concern, he is responsible for the selection of the employees and their payment. He must have a clear knowledge of what value each employee is to the company.

Finally he must have an in-and-out view. This quality seems lacking not only in executives of small firms but also in those of large ones. Without this quality or with the possession of only one of these views, the executive is bound to get into difficulties. He must necessarily possess both in order to be successful. He must manage the bakery, produce quality and attractive goods, and at the same time sell goods to meet the changing requirements of the consumer.

Day's work[1].--The executive's day should be planned and organized in advance, or otherwise he will waste much time. He should list the items of his day's work according to their importance and never leave any job before it has been completed. Salesmen should be received at certain hours outside of which the executive cannot be seen. His correspondence should be handled with care and

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[1] Adapted from "Problems of the Executive", Harold Whitehead, New York, 1927, p. 25.

letters calling for an answer should be given prompt attention. Another point to be stressed is the too frequent discussions with employees which could easily be eliminated, if the executive would give more personal initiative to his men. He must keep his employees under his control, but at the same time, he should let them work somewhat by themselves without handing them too many do's and dont's.

Sales problems[1].--The executive has for his first problem, as salesmanager, the creation of a demand for his foods and the satisfaction of that desire which he has created. He must make his goods known to the public by advertising. His plans must be put in language so that customers and prospects will be induced to buy. He must give his customers what they want by finding the requirements of his trade, and especially by knowing the class of people to whom he is selling. The capacity of the bakery's production must also be known by the executive; he will then try to expand his territories and increase his sales to the limited territories and increase his sales to the limited production capacity of his plant. "His aim should be to sell goods at a rate that will enable the plant to run as full time as possible", but, at

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1. Adapted from "Problems of the Executive", Harold Whitehead, New York, 1927, p. 96.
2. Ibid. p. 97.

the same time, the small baker must be guarded from that cut-price competition which is often the failure of the one who starts it in the field of bakery goods. It is right that full time employment maintains morale among employees, but it is also true that the small baker must consider his position in the market and compete on a quality rather than a price basis.

"It is also important for a salesmanager to try to have an even distribution over territories which is a very difficult thing to do."[1] We must then take into consideration the fluctuations in competition and community income which affect the sales in a territory, and base our distribution on the average sales in order to make it equal. It may be reasonable to say, that as much as possible, even distribution of sales should be observed in the different territories, without losing potential sales for the sake of balancing the distribution. Small bakers have found even distribution unpractical. They have always selected territories where competition is the lowest. Naturally most of their sales are made in a few territories sorted out of the other competitive and less advantageous territories.

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[1] Taken from "Problems of the Executive", Harold Whitehead, New York, 1927, p. 98.

The successful manager usually starts by developing his own grounds. The small baker has special advantages over outside concerns and sometimes over larger local concerns, either because he is known for his honesty and square dealings in business, or because he is reputed to bake goods of a quality superior to those of his competitors'. Furthermore he is on the premises to fight the outsiders, to get the reaction of the public concerning his goods, to get "tips" from his friends and the town people, the majority of whom he knows. All of these opportunities which are easily accessible to the local baker cannot be obtained by outside concerns without additional expense. As soon as he expands his business to distant territories he is competing less efficiently, his selling expenses are higher, and his control over the salesmen is more difficult. There seems to be a general tendency among small bakers to take pride in and to have the precarious ambition of "beating" an outside concern in its own city. This trend is so popular that a Maine town of 50,000 inhabitants sells about 50% of its production of bakery goods outside the city limits.

Nevertheless, we must add that the small baker did not take part in this far-reaching business extension, until he was forced to do so by the outside concerns which had already taken a part of his trade in his own city.

"A salesmanager who wishes to call himself successful must increase his sales steadily year after year."[1] There are two sources from which such an increase may come. Sell to more customers or increase the sales per customer. The second means is the better one because with high average in sales comes a corresponding decreasing distribution expense. But, if the manager gives his salesmen the necessary impetus to seek more customers, who very often are located on the route already served by the salesman, it will mean an increase in sales without any increase whatsoever in distribution expenditure.

Another duty of the executive is to secure goodwill and confidence from the consumers. Under the topic of goodwill are included the art of satisfying the customers and the skillful management of complaints. The handling of complaints is the most delicate duty of the executive. A personal call on the complainer or an intelligent and appropriate letter will do more to keep a dissatisfied customer, than

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1. Taken from "Problems of the Executive", Harold Whitehead, NewYork, 1927, p. 100.

any "money back" or exchange of goods; for this customer will realize that the concern gives due consideration to patrons and will feel that perhaps, after all, he should continue buying products from such an obliging company. By such an act the executive has kept his customer sold and really added to his company's success.

Credits.-- It is often difficult for the executive to determine the extension of credit he should allow his salesmen. The small baker usually does business with its customer on the cash basis, although there are rare exceptions. Consequently, the difficulty lies with the salesman who after allowing credit to a customer or paying for an exceptional repair on his truck, cannot clear his balance at the end of the day. In this case the manager must use his own judgment. He knows, or at least he should know if he does not, the man who asks for credit and the possibility of his paying. Very often, the adoption of too rigid rules results in the loss of a good salesman who may eventually become a nuisance to the company. A general policy subject to modifications according to circumstances should be adopted. And that policy should provide for a limit of credit where it will still be possible for the salesman to clear his bill within a moderate length of time.

Sales plan.--The small baker has not yet found the advantages of planning his sales in advance. He will decide on a Friday what the next Monday's sale will be. If he puts out a new product he will offer it to the salesman the very day he starts producing it. No doubt, such hasty decisions and such method in starting a new product has much to do with the slow acceptance of it by the public.

The salesmanager should plan his sales at least a month in advance. He should announce his weekly sales and the week-end special to the customer by inserts in packages and posters on the trucks at least, three days in advance.

When starting a new line, the executive should determine the probable success of it by trying it out on a typical route, before advertising and making it a regular product. Disregard of this point will often mean a useless expenditure of money and energy in a non-productive enterprise. If the try-out proved satisfactory, the executive should advertise the product in the local newspapers after having personally prepared the message he wishes to transmit to the customers and prospects. Inserts in all the packages leaving the bakery will give ample information to all

existing customers; posters on the trucks will transfer the message to a large number of people and the newspaper advertisement will attract the attention of many prospects. Only by continuous advertising in all three types will the executive come in contact with the largest number possible.

Contests.-- Special plans should be made for the low selling seasons: late fall and winter. Many small bakers have gained from contests, but these usually take place in peak seasons during which the plant is running nearly full capacity. Whatever the contest may be, the prizes awarded should be within the reach of all salesmen who have been willing to devote their time and energy in the attempt to increase the sales of a particular item, or his sales in general. The most successful contests have been those on the more profitable items, as a large increase in profits is thus affected. In the opinion of many house-to-house bakers, the fairest way of conducting the contest is to award the prizes to the salesmen who have the largest percentage of increase over their average sales of that product.

Sales meetings.-- The executive's necessary contact with his salesman is made in sales meetings.

They will give the salesmen an opportunity to express his opinions on matters which concern them, to suggest new ideas, and to state the existing conditions of his territory. On his side, the executive will have a chance to stimulate his salesmen with enthusiasm. He will study the problems of his salesmen and try to solve them, show them how to meet competition, how to answer objections, and how to increase their average sales. A sales meeting will increase the goodwill between employees and employer which itself entails group cooperation. It is a very good practice for an executive to take a few minutes at each meeting and discuss a particular problem which, to a greater or smaller degree, applies to all salesmen. A good talk on stale returns, including practical means of reducing them, would be profitable to any salesman.

Assistance to the executive.-- Although in his office, the executive is in constant contact with his salesmen through the reports of the route supervisors. The weekly sales report of his men are at his disposal. He checks and compares them, and accounts for any deficiency through a personal meeting with the salesman, or through a route-visit by the super-

visor. He also keeps in constant touch with the plant's production through the reports of the production foreman. These men are the executive's assistants, now assuming the responsibility of the sales and the other, that of the total production.

Assistants

Production foreman.-- The man who manages the production of a small concern is directly dependent on the executive. He must see to it that the orders are filled. His most important duties are to see that the quality of products is maintained and that there is no loss of time and energy due to a misplanning of his. He must also keep a good discipline among the employees and must be able to help them in baking new products, and point out their mistakes. A slight error in the use of a formula may result in a substantial loss of money, and the dissatisfaction of a large number of customers.

He is the one to fill out orders for raw material, at least approve them and send them to the executive who makes the purchases. Then, when he finds that the material is not up to standard he must notify the executive.

It is easily seen that a small concern must have a competent production foreman, who is honest and who will follow the formulas approved by the executive and maintain quality at the lowest possible cost.

Route supervisor.--A bakery operating a house-to-house system has many driver-salesmen serving its customers. These salesmen need training and supervision, they need a man who will investigate their actions with regards to the policies of the company, of how to sell to the housewife, and how to increase their sales. In these functions the executive gets help from the route supervisor. It is absolutely true that the executive must produce goods which will satisfy the needs of the public, but to sell those goods he must have a sales force that is well organized, wisely supervised and carefully trained.

Since the first quality of a supervisor is being able to sell goods and to teach others how, "he is usually picked out of the salesmen who have made good."[1] He must also be able to represent both the firm's and the salesmen's interests by bridging the gap between the executive and his sales force. Naturally, the salesmen who think of the supervisor as one of them fell at ease to tell him about their troubles

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[1] Taken from Bakery Sales Promotion Association Bulletin, "Supervision", Jos. D. Noonan, June 29, 1929, p. 21.

and their complaints of the company's policies. The supervisor must also be a good observer. When sent on a route by the executive, his ability in finding the trouble will indicate his aptitude for the job. The executive should give the supervisor all the necessary informations regarding his work, acquaint him with the cost of distribution of the different salesmen, familiarize him with the gross margin of the products, and inform him of the items he is to recommend to his salesmen.

Supervision.--The first duty of the supervisor is to keep the executive well informed about his salesmen. To make his work effective he must keep in touch with the men, check their sales, make frequent visits of their routes, and report to the executive.

The supervisor should be aware of the least decline in the sales of any man. Whatever reasons the salesman may bring up, the supervisor should never accept them as facts before investigating the whole matter.

Encouragement of the part of the supervisor does more good to the salesman than any amount of "bawling out".

New routes.--The supervisor who is often given

the job of starting new routes discusses the choice of the district with the executive, who approves of some views and disapproves of others, but finally comes to some agreement. When he has the route well started and the new man on the job, he must train him, first by giving him the necessary informations regarding his ordering, the sales talk, and the canvassing of new trade. He must teach him how to manage his route by training him on the job. When the new salesman is able to handle his route satisfactorily he takes complete charge of it, but the supervisor must follow him up by checking his sales and going with him on his route at intervals.

A report to the executive which includes the supervisor's analysis of the man, concerning his aptitudes and qualifications, will be of great help in determining the actual conditions of the route.[1] The supervisor will then second the executive's efforts by actual work on the route and personal contact with the salesmen. He will also give the executive information regarding the sales meeting; for no one knows better than he what should be told the salesmen.

It is the general assumption that one supervisor

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[1] Adapted from "Training the Route Salesman", Proctor and Gamble, Sales Research Department, Cincinnati, Ohio, 1931, p. 23.

can handle nine to ten routes satisfactorily. Although small bakeries having from six to twelve routes usually find one supervisor sufficient to do the work, when the number of routes comes up to fifteen it is profitable for a concern to have another supervisor.

Training.--On his side the executive should give his supervisor the necessary training by conferences following the outline of his duties and the firm's expectations concerning him. Then he should keep in close contact with the supervisor, see that he spends his time wisely and reprehend any mistakes he should make.

The executive must have these two assistants. Without them he carries on his business in darkness, for his personal work does not leave him enough time to check on the work done by others. If he finds out that the work is not well done, it is generally too late and he cannot prevent the loss of trade without an added expense.

Of these two, the supervisor is the more important, for while production is carried on in the bakery itself, the house-to-house sales are carried on away from the bakery and in towns which differ from the one where the plant is operating.

The production foreman will help the executive in getting a better "inner view"[1] of his business the supervisor of routes will be the only one to give him the "outer view"[2] which is a necessary condition for the success of a house-to-house system.

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1. 2. "Problems of the Executive", Harold Whitehead, New York, 1927, p. 22.

CHAPTER II

House-to-house System

The house-to-house market is not a new field of activity for the sales of manufactured goods. For years it has been practiced by peddlers selling everything from the sewing needle to the electric refrigerator, and, according to Bloomfield's "Recent Trends in Retail Distribution," the house-to-house sales of the United States constituted 1% of the total retail business in the country. The baker, however, was late in entering that large potential market. It had always been a custom, especially in small communities, for bakers to sell through his own store and to deliver bread and pastry to the grocery store where these products were sold to the consumer.

The baker's sales rested upon the quality of his goods and, to a great extent on the grocer's willingness to boost them. This system necessarily gave rise to secret discounts which resulted in the loss of business for the conservative baker, and a decrease in profits for the liberal one. To aggravate the grocer's and baker's relations, the chain stores, in a tremendous

effort to establish themselves firmly in small communities, started cut-price competition on various products, including bakery goods.

At first, the chains procured their bread and pastry from outside concerns, where ample adjustment for procuring them with the desired goods were made, but later, realizing the economic advantages of baking their own bread, they organized bakeries.[1]

That latter action of the chains forced the large concerns to recover their lost trade through direct selling to consumers.

In 1928, a small city[2] in Maine had five outside concerns operating eleven trucks and selling direct to the housewife, thus getting a share of the local baker's business in the independent grocery stores. As a result of this, the small community bakers experienced a tremendous decrease in sales, as is illustrated in the case of a particular baker of the Maine city, whose sales were cut in half the first year and still decreasing in the following years.

Pressed on one side by the constant demands of the grocer for goods to meet chain competition, and on the other by the establishment of outside concern in his community trade, the small baker determined

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[1] Atlantic & Pacific Tea Co. and First National Stores.

[2] Lewiston, Maine.

to start a house-to-house system. No drastic steps were possible. The system had to be established gradually. The first principle, which the baker intended to keep fixed in his mind, was the preservation of his existing wholesale trade and the establishment of direct trade with the housewives in suburban districts, and in very small communities adjoining the central city in which he was selling wholesale.

The routes were not properly established nor the salesmen carefully selected, and yet the results were astounding. That same baker whose sales had decreased by half, gained 50% of his lost sales in the first year. The success of the system being thus assured, the baker drew up definite plans to be followed in establishing future routes, and the general policies to be adopted in selling his products.

The fundamentals of the system are summarized in the words: salesmanship, goodwill and confidence.[1]

In its broad sense salesmanship means convincing a prospective customer to buy the goods offered. But to a house-to-house salesman it means more than that. For him, salesmanship not only implies that the customers must be sold the goods and be entirely satisfied,

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[1] Adapted from "Modern Bakery Merchandising", Bakery Sales Promotion Association, Chicago, 1932, p. 3.

but also that the customer will eventually repeat his purchase.[1] "The salesman will call on customers every day: he cannot resort to high-pressure sales methods so commonly used in other fields,"[2] he must, therefore, have special training which will enable him to acquire permanent customers.

Goodwill and confidence is built on selling quality goods, rendering excellent service, being honest and courteous, and obliging a customer by doing things for him. The problem of service rests almost exclusively upon the salesman; quality does not concern him, but he should handle the products with care, so that they will keep their cleanliness and attractiveness. The leading factor in keeping a customer's goodwill is being at his service on time and at the proper time.[3]

This system of house-to-house selling has many advantages, the most important of which is the salesman's direct contact with consumer. He is independent of the grocer whose goodwill he previously had to solicit in order to have his goods pushed. He can bring to the housewife's attention the qualities of his products, their superiority, and can also

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[1] Adapted from "Modern Bakery Merchandising", Bakery Sales Promotion Association, Chicago, 1932, p. 3.

[2] Ibid. p. 3.

[3] Ibid. p. 3.

concentrate his sales efforts on goods which give him a better return. For example, he can easily have a customer try a rye bread in preference to a white one, and since the former is higher-priced than the latter, his commission will be greater. Another important advantage of the system is the increase in the pastry sales. In 1932,[1] only 20% of the total pastry consumption in the country was manufactured by bakers. This fact goes to show that the salesman has a wide field which he has not yet explored -- the housewife's domain. In order to persuade the housewife that his products are preferable to her home-made goods, the salesman must be carefully selected and properly trained.

Salesmen

Selection.--There have been long discussions as to the means of selecting driver-salesmen. "It is generally considered bad policy to hire men who have worked for a competitive concern. Experience has shown this to be a complete failure. This salesman will invariably have his own opinions which he will express to the detriment of the company until he is found out."[2] Of

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[1] From Conference with Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

[2] Taken from Bakery Sales Promotion Ass. Bulletin, "Selection of Personnel", Leonard Conly, March 29, 1929, p. 12.

course, "men with selling experience are preferable to others,"[1] but this feature seems relatively unnecessary if the company conducts a training program with competent instructors. Men having sold to the housewife are more apt to be successful.

Training methods.--For a small bakery which cannot afford a large investment in the training of its men, there are two ways in which the salesmen may be prepared for their work: (a) "Training on the job by the route supervisor and, (b) Training at sales-meetings."[2] The latter may supplement the former, but training restricted to sales-meetings only is not effective. Most bakers in the south-eastern cities of Maine, some of them producing more than 40,000 loaves of bread a week, give a monthly sales-meeting as the only training for their route men. Out of five relatively large bakeries in Lewiston and Auburn, Maine, only one has a route-supervisor and training for its salesmen.

Training by sales conferences very seldom give satisfactory results, when there are many salesmen. But in the case of a bakery having but two or three drivers it may be sufficient. The executive has the charge of these meetings. They will consist in giving

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[1] Bakery S. P. A. Bulletin, "Selection of Personnel", Leonard Conly, March 29, 1929, p. 12.

[2] Taken from "Training Driver-Salesman", Metropolitan Life Insurance Company, New York, p. 14 and 16.

rules and regulations to be followed, new ways of increasing sales and discussion of problems brought up by the men. The great disadvantage of this kind of training is the lack of persuasion on the part of the men. They agree with the executive's comments very readily, but they usually do not believe it practical or even possible for them to use such methods in their daily work. The lack of follow-up on the route makes this plan superficial and of no use.

The most effective plan would be training on the job by the route supervisor with the assistance of sales-meetings conducted by the executive. It is more expensive but on the other hand gives better results in return.

"All training work is based on six fundamental principles: (a) right attitude, (b) analysis and organization, (c) demonstration, (d) trial by the salesman, (e) correction, (f) follow-up."[1]

"The supervisor must have the right attitude towards the trainee, i.e., (1) be patient: realizing that things are not as simple to the new-comer as they are to him, and that he will often have to repeat the explanations and demonstrations in order

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[1] Taken from "Training the Route Salesman", Sales Research Department, Proctor and Gamble, 1932, p. 18.

to get results; (2) be critical: the supervisor is not on the route to show the man how much he himself can do, but to point out the way to correct mistakes and weaknesses; (3) be enthusiastic: so that the man will be interested and stimulated to good work and salesmanship."[1]

"Analyzing and organizing is the next step to be taken. First, the procedure must be planned definitely, then it should be explained and finally emphasized by demonstration. Telling is not training, and unless the salesman is shown how and given a good trial in executing the recommendations, the training is worthless. All the mistakes made during the trial period should be pointed out and corrected, as there is always something that can be improved."[2]

To insure the success of the salesman follow-up is necessary. Like every salesman's, his enthusiasm will undoubtedly diminish through routine. The only way to overcome this obstacle is to have the supervisor go on the route as often as he can, correct wrong habits and teach him new ways of increasing his sales.[3]

Training on the job is the supervisor's responsibility. The supplement to it must be given by the

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1. Taken from "Training the Route Salesman", Sales Research Department, Proctor and Gamble, 1932, p. 20.
2. Ibid. p. 20.
3. Ibid. p. 21.

executive in sales-meetings. Opinions differ as to the frequency, the time and procedure.

From a survey[1] conducted by the Metropolitan Life Insurance the majority of companies had either weekly or bi-weekly meetings, the length of which was from an hour to an hour and a half, and the time largely dependent on the hours and conditions of the work. The majority held their meetings in the afternoon at five thirty. The procedure used was either informing, instructing, or developing, but the usual method was developing.

Sales manual.-- A copy of the talks given at sales-meetings and the instructions given by the supervisor should be collected in a manual, so that the salesman will be able to refer to it and refresh his memory on the policies he must follow.

Trade associations have made such manuals, and the American Bakers Associations have issued a manual[2] of this kind for the use of any bakery in the country. The baker can also add or perhaps deduct parts according to his needs.

The sales manual should contain the following items: general rules of selling covering: (a) route conditions, (b) the customer, (c) sales presentation,

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1. "Training Driver-Salesman", Metropolitan Life Insurance Co., New York, 1930, p. 16.
2. "Modern Bakery Merchandising", Bakery Sales Promotion Ass., Chicago, 1932.

(d) the close, and (e) objections; sales factors--(a) appearance of goods, (b) increasing sales per stop, (c) new customers, (d) the route book, (e) returns, (f) complaints, (g) competitors; routine factors: (a) personal appearance, (b) punctuality, (c) care of equipment, (d) loading of truck, and (e) accidents, (f) the training: what it should cover, (1) the history of bakery, (2) production policies, (3) selling policies, (4) credits, (5) equipment, (6) courtesy, (7) sales talk, and (8) how to overcome sales resistance.[1]

This particular manual gives, as a supplement, a short treatise on bread production. It gives the salesman a certain knowledge of the baking procedure, which can be used advantageously in his sales talk. In addition, an analysis of the different ingredients used in the production of cakes would be of great help, because the salesman will realize that it pays him to put his sales efforts in back of his cake sales.

Report cards.[2]-- The supervisor must have a means of following up the salesmen and of checking on the efforts put into their work. The report card will give him the necessary information. The sales of each man under his supervision will be inscribed on

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1. Divisions taken from "Modern Bakery Merchandising", Bakery Sales Promotion Ass., Chicago, 1932.
2. Adapted from "Traning Route Salesman", Proctor and Gamble, Cin., Ohio, 1931, p. 23.

his report. A decrease in sales will be easily detected and a visit on the route will make him find the reasons for it. To this report card should be attached a record of the salesman's activities regarding equipment, customers, competitors, complaints, new customers, stales, knowledge products, ordering, credit. His conduct on the route and his efforts in securing new customers should also be given the grade of good, satisfactory, or poor. This report will be filled in the following manner: the executive will analyze the weekly sales and their increase or decrease, and the supervisor will record the characteristics of the salesmen.

Training procedure.[1]-- The training procedure must be definite and well planned. The executive will inform the new man of the company's policies and the supervisor will show him how to sell. Under ordinary conditions, four weeks' training is the usual length of time necessary for preparing a man to go on the route alone.

When a man has been admitted into the organization, his first instruction should be its history and ideals. "The man must know enough about the company's history so as to be able to talk about

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[1] Adapted from "Training the Route Salesman", Proctor and Gamble, Cin., Ohio, 1931, p. 41 and 51.

it intelligently."[1] He must know what the company plans for the future and he must feel proud to work for such a concern. He must receive a complete knowledge of the organization of both sales and production departments, a clear conception of the divisions of the departments, the rights and duties of the members, and his place in the sales department."

The general sales policies should then be explained. The executive should make the new man realize that honesty is the basis of the company's business, and that it will be upheld at any cost.

Then, he is to be given a short explanation of the training program, the procedure to be followed, and the results the company expects to obtain from him on his route. Further information is to be given him by the supervisor.

The route supervisor's first step in the training of the new man will be to explain thoroughly the duties of a salesman working for the concern. He must tell him how to take care of his truck: that the cleanliness of it is an important advertisement for the company, that it is to be in the garage at a certain time, if the company owns the

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[1] Taken from "Training the Route Salesman", Proctor and Gamble, Sales Research Department, 1931, p. 42.

truck, or, if he owns it himself that having the company's trade mark it must reflect the character of the organization.

He will tell him how to plan his work, to order his daily supplies and to serve his customers.

With this primary knowledge the man is ready to go on the route.

Training on the route.[1]-- The training really starts when the man is on the route. It is generally considered a good policy to send the new man with one of the best salesmen of the organization for a few days. He will observe how the salesman handles his daily work and see what he must do to be successful. Then, on his return from the route, the supervisor should be ready to answer any question that he may ask.

Then the new man is taken on his own route by the supervisor who will initiate him to the way of approach, sales talk, manner of meeting objection in order to close the sale in his favor. He will insist on the necessity of having in his basket a good display of the company's products every time he goes in a house. Many companies emphasize this point to such an extent as to say that the largest

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[1] Adapted from "Training the Route Salesman", Proctor and Gamble, Sales Research Department, 1931, p. 54 to 77.

portion of the increase sales per stop depends on this factor.

Then there is the question of approaching the customer. If he goes in with a smile and greets the housewife with a "good morning" or "good afternoon" he is likely to make a better impression on the customer than if he went in smoking a cigarette or chewing gum. Perhaps these small details seem unimportant, but the man must remember from the start that he is selling to a woman who always notices such trifles. The salesman will then ask the housewife what kind of bread and cake she wants. Now is the time for him to begin his sales talk. Remembering that the customer is always right, he will politely answer objections or complaints that may be brought up.[1] Then he will offer a new variety of cakes, especially those recommended by the executive, and suggest his "advantageous special" for that week.

The closing of the sale will do much to keep a customer. It must be done in a way, to make the customer feel that he is glad to serve her, and that her patronage is appreciated.[2]

After each stop the supervisor should point out to the new man just how the sale was made and why he

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[1] Adapted from "Modern Bakery Merchandising", Bakery S. P. A., Chciago, 1932, p. 46 and 47.

[2] Ibid. p. 48.

used a certain type of sales talk. He should also tell him of the peculiarities of each customer concerning, her preferences, her usual objections for new items and prices.

Back at the bakery the supervisor will emphasize the details of his trade. He must sell to housewives who are more particular than men as far as the appearance of the salesman is concerned. It is therefore essential that he be neatly dressed, clean-shaven, and courteous.

The man will also be held responsible for the daily settlement of his bills, be impressed with the necessity of leaving no balance. Credits allowed by the company and stale-return regulations should be explained thoroughly. Many house-to-house concerns do not take stales back in order to stimulate careful planning and prevent over-ordering.

The man is now capable of doing the work himself. Until now he has been but an observer; from now on he will actually do the selling although still under the guidance of the supervisor.

The supervisor will introduce him to the customer as the regular salesman on the company's route. He will now be at liberty to conduct his sales as he

sees best, always relying somewhat on the advice of the supervisor as to improvements to his advantage. It will also be the time for the supervisor to demonstrate to the salesman how to solicit new customers. And as a last recommendation he must be told that the company expects him to increase the sales of the route.

When the supervisor thinks the salesman has the real spirit and the proper attitude in serving the customers, he will let him go alone on the route. "No training would be effective without a follow-up."[1] The supervisor will check on his daily sales and at the first sign of a decrease he will go on the route and find the causes for it.

On the record card the supervisor will write his final appreciation of the new salesman and give his estimate of the probable future of the route in his hands.

A training program following this plan is most likely to produce good salesmen who will increase their sales and keep their customers. In addition to this, his sales must be worth while in terms of dollars.

Compensating plans.[2]-- There are four general

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[1] Taken from "Training the Route Salesman", Proctor and Gamble, Sales Research Department, 1931, p. 76.

[2] Adapted from "Compensation Driver-Salesmen", Metropolitan Life Insurance Co., New York, 1931 p. 1.

methods by which a driver-salesman in the house-to-house plan may be paid.

The straight commission, salary plus commission, straight salary, bonus plan.

By straight commission plan the salesman is given the percentage on net sales. This system is usually only feasible when the salesman owns his truck.[1] The advantage: money received equals per cent of sales. There is also the salary and commission system where the salesman receives a bare living salary plus a commission on net sales. This system has its advantages: first, gives a salesman a living salary and it encourages him to increase his sales so as to receive decent wages; second, it provides the salesman with a constant revenue, necessary when a territory is subject to price cutting and cut throat competition. A third system is the straight salary, which is usually the form of compensation used by concerns owning the trucks. It has however a great disadvantage, in that it does not produce right stimulus to the salesman. The company may impose on him the condition that he sells a certain minimum, but when the salesman has reached it, it is very doubtful that he will make any effort to surpass it.

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[1] Adapted from "Compensation Driver-Salesmen", Metropolitan Life Insurance Co., New York, 1931.

This method of payment is used on routes the sales of which have come to the saturation point. Then comes the bonus-system which provides for a bare-living salary, plus a commission on sales, plus a bonus above a certain quota set by the company.

Of the four systems, this last one has been proved the best, due perhaps to its constant drive toward larger sales which the salesman feels. But the small baker, who sees too many difficulties in this method, very rarely uses it: first of all, he is completely satisfied with the straight-commission plan which he is now using, he does not approve of the extra clerical work this system necessitates, and he has his own system by which a salesman receives a bonus if he reaches or exceeds the quota determined by the baker himself.

Quota.-- A quota has for its primary purpose to stimulate the salesman in increasing his sales and to reward him with a bonus for his effort in doing so.

A quota must therefore be well planned and made attainable to the individual salesman. It seems false policy to have a uniform quota for every salesman. Conditions of a territory,

competition and all the other factors which make it more or less difficult for the driver-salesman to increase his sales, should be the basis of the amount he is required to sell. For instance it would not be fair for two salesmen serving territories of different sales-potentiality to have the same quota to attain.

Many executives judge it good policy to give so high a quota that the salesman will never be able to reach it and, therefore, will never receive the proper commission. This kind of action would soon lead to the decline of morale among salesmen. Whenever an executive sets up a quota he should keep the following items in mind: (1) past sales.- Take the sales of at least the two preceeding years, divide them into periods of months and weeks, and set up a weekly average; (2) present conditions of each route.- Is competition more severe? Is there a tendency of a decrease in sales per stop? If so, is the cause lack of work in this particular district? (3) future trends.- What is the probability of new industries? Of invasion by others?

From these facts weekly average of sales will be deducted which should be the salesman's quota.

"To this, an increase of 5% is sometimes added. As a rule, a salesman should increase his sales by 5% during a year."[1]

As for principles in the bonus system it is perhaps best to express them as they are found in the "Metropolitan Life Insurance Report of 1931" on "Compensating the Driver-Salesman".[2]

1. "A bonus system should be designed to place a premium upon extra effort or service, so that it will affect a benefit to both employer and employee by obtaining more service to the employer and more pay to the employee."

2. "It should be so regulated that practically all employees who are conscientious and deligent may earn some premium."

3. "It should include quality of work as well as quantity, and often steadiness is the third consideration."

4. "The elements upon which premiums are paid must be only those under the control of the employee."

5. "Penalties, if there are any, should be carefully delegated to an effective authority, and the penalty should not effect the living salary."

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[1] Taken from Bakery Sales Promotion Association Bulletin, No. 18, "Mr. Petersen Holds a Sales Meeting", July 30, 1930, p. 57.

[2] Page 14.

6. "The system should be clearly understood."

7. "Variable conditions should be given proper allowance.

8. "The unit length of time upon which the bonus payments are based must be considered. If payments are frequent it is likely to be more effective."

9. "The two factors in predominance in making out the plan are 'human nature' and 'common sense' ."

In the New England States, we find many methods of compensation in use, the most prevalent of which is the straight commission plan: from 30 to 35% if the truck is owned by the salesman, and from 20 to 25% if the truck is the property of the concern.

One company states that it pays 20% on cakes and 25 on bread; but this case is unusual as the common practice is to pay a larger commission on cakes rather than on bread, that is, if a difference exists at all.

A Boston concern, in order to stimulate its sales in the south-eastern part of Maine, paid its salesmen commissions as high as 40%. The reason given for this, was the high competitive conditions of the district. But as a rule New England

bakers do not pay their salesmen over 35%.

The small concerns have no definite plans. They pay on the basis of the territory covered, then number of miles traveled, and the possible sales on the specific route. One small Maine concern pays 30% commission to 80% of its salesmen and ten dollars salary plus 20% commission to the salesmen having one hundred miles or more to cover. There are, however, exceptions to this rule so that a salesman, although covering one hundred miles has sometimes a small salary because of the high competition in his territory.

These figures take care of the retail salesmen; i. e. salesmen selling house-to-house, but the wholesale driver is given either a straight salary or a straight commission ranging from 20 to 25%.

In conclusion we may say, that any system which the baker adopts should provide for an increase in sales and a reward, for both the salesman who has caused this increase and the one who has gained the goodwill of the company by exceptional work. This feature of the program will thus provide for the salesman who has not been able to increase his sales in spite of his constant efforts to do so.

Territories

Every salesman working for a concern is given a specific territory which he must serve. The territory assigned him should have definite limits beyond which he cannot solicit any customer under any consideration.

The boundary of territories has often been the cause of misunderstanding among the salesmen. One would go beyond his limits to serve a friend or a relative in someone else's territory, and the latter for no other reason than to get even, would then reciprocate the act and the quarrel would begin.

To avoid such a misunderstanding, the supervisor should make a special effort to be explicit in giving the limits within which a salesman's activities are to be restricted.

These territories, besides being definitely outlined, must be carefully divided. Some of the most important factors modifying the divisions are : the population, its income, its density, the competition existing, and the means of transportation.

There must be enough people in a district to make the route profitable for a salesman, and,

that which is perhaps more important, residents must be together close enough so that the cost of mileage will not outweigh the profits made. The class of people is also a significant factor. If they are of the well-to-do class there should be no fear of lack of work. Maine has many communities of that type. The inhabitants of such a community receive an annual income enabling them to live a peaceful life in the old ancestral home and it is therefore easy for them to buy what they like regardless of price. But many cities depend directly on industries of some kind and are not quite as liberal in spending money. It is therefore necessary to investigate the probable income of the citizens, and the future of the industry or industries located in the territory in order to make a good judgment on what is to be expected from the customers.

Competition is another factor. Have the competitors an advantage on either the price or the quality of the baker's products? This will supply the basis of plans to be followed in the compensation of the salesman and the lines of goods to be offered to the prospects.

Let us now consider the means of transportation as perhaps the most influential factor conditioning

the routes. It is sometimes necessary to depend on truck express, because it often happens that goods sent by express effect a savings in transportation cost. The condition of roads will have an effect on the seasonal accessability, and bad roads will result in an extra expense for the salesman: his truck will suffer from it and service to customers may sometimes be made impossible.

This preliminary investigation is necessary, and furthermore the only one which the small baker can afford. An elaborate survey in all its details would certainly give better results, but the average small bakery does not always have a supervisor capable of making one.

Size.-- The size of a territory determines, to a large extent, the success or failure of a salesman. If his field of activity is too large, the cost of travel will exceed the profits, but, on the other hand, if the field is relatively small the salesman will find his work profitable and comparatively easy. Another impediment to success is the over-rushed salesman. He should not have such a large number of customers that he can not serve them satisfactorily, and yet, this again brings up the question of having enough sales to cover the expenses and leave a

reasonable profit. The supervisor therefore faces a vital problem when he puts a man on a route, for he must endeavor to combine satisfactory service and satisfactory profit by keeping in mind, not only the point of view of the salesman but also that of the buyer.

Control.-- The supervisor should have, and usually has, control of the territories so that if he ever should realize that a salesman, through soliciting new customers, makes too many stops, he should, after an understanding with the man, transfer those extra customers to the salesman in charge of the adjacent territory. It is sometimes practical to give the salesman a remuneration for such a sacrifice of customers, as is done by some concerns although it is not generally practiced. On the other hand, if it is understood at the time of the employment, that such changes are liable to be made by the company, any miscontentment that would otherwise arise from such an occurrence will be eliminated.

Long distance routes.-- "Considerable attention is now being given to the practical and profitable distances from the bakery which routes may cover. There has been and still is a general feeling that

some bakeries attempt to reach out too far to secure additional business when they should concentrate on territory closer at hand. Most long distance country routes are added usually to take up slack in production, and in cases where overhead expense should not be increased appreciably. The general opinion is that routes reaching farther than fifty miles from a plant are not usually profitable."[1] There are always exception to any rule. A Lewiston concern operates a route as far as Rangeley Lakes which is at a distance of over one hundred miles. The salesman lives at Livermore Falls thirty miles from Lewiston, and every night the company ships him, by truck-express, at its own expense, his products for the next morning. This route is very profitable as the volume of sales is great and especially so in summer months since it is a summer resort.

Trucks

Trucks are owned either by the salesman or by the concern itself. Salesman ownership is most generally used especially in retail business and has been proved to be the more advantageous to the

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[1] Taken from Sales Bakery Promotion Association, Bulletin No. 18, July 30, 1930, "Mr. Petersen Holds a Sales Meeting", p. 59.

company. First, the employee will take better care of his own truck, than if it were the company's and he will therefore make it last much longer; he will also keep it clean and in better running condition; thirdly, the company will not have to invest in trucks and provide for their accommodation; and finally the employer will feel a load off his back if he does not have to look after the truck, check the time of its arrival every day, and see to its repairing.

On the contrary, the salesman will perhaps find that he is at a disadvantage and that the expenses of the truck are much higher than he thought they would be. He will also realize that as soon as he has finished paying the installments on his truck he will need a new one. But at the same time he will appreciate not having to report to the company about his truck and being the only one responsible for it.

In Maine, where a tremendous house-to-house business is carried on, the salesmen usually own their trucks but the concerns have a certain right on them. Nearly all the companies require a panel body with the company's trade-mark on the panels, and one company in Portland forbids the salesmen to be on the

road with their truck after a specific hour.

If, on the other hand, the company owns the truck, the salesman must be well informed as to regulations concerning: the time the truck is to be in the garage, the care it requires, accidents that may occur on the route, and the responsibilities of the two parties.[2] The high cost of upkeeping a truck is in most instances caused by the carelessness on the part of the employee and lack of supervision on that of the concern.

It is important that the trucks should be uniform in color and design. The value of such an advertisement is obvious as the truck will reflect, to a great extent, the company's policies. Many small bakers will spend hundreds of dollars a year in newspaper advertisement and yet the trucks carrying the products are painted in all kinds of colors or give the people the idea that the company is on the verge of bankruptcy.

It is hard to make a choice of colors which will attract people's attention and force them in a way to read the advertisement. There is the case of a baker in Lewiston, Maine, who having bought three new trucks,

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1. Adapted from "Training the Route Salesman", Proctor and Gamble, Sales Research Department, 1931, p. 54.

decided to make them a traveling advertisement. The trucks were painted red, the panels blue, and the lettering and trade-mark white. At first, the idea seemed of bad judgment, and it really seemed strange to many, but they attracted the attention of the people who read the name and saw the trade-mark. No doubt, it increased the sales of that bakery. Although there is no means of checking up on it.

A company in Portland, Maine, adopted black and white color-scheme. The trucks were painted in black, the panels white, and the lettering black. A third concern, this one of Waterville, Maine, adopted a similar scheme with black trucks, white panels and red lettering.

All three companies have, attempting to make their trucks distinct from the others, succeeded in making them a real and permanent advertisement.

Ordering

Order sheets.--The daily requirements of each salesman must be ordered on sheets. Two are usually used, one for bread and doughnuts, the other for pastries. The form of these sheets differs a great

deal according to each company so that it is nearly impossible to find two companies using the same form. Some companies have a different order sheet every day of the week on which only a limited number of items are listed. The list of items are prepared according to the usual daily sales and are therefore a great help to the salesman who is so often embarrassed in making his ordering.

All the items that the salesmen are offered to sell should be listed on these sheets, and every day the salesmen mark down the quantity of every item he wants for the following day. The order sheet on the following page gives the form, and the quantities ordered by a salesman on a particular day. We note that this particular company has but one order sheet, including bread, doughnut, and pastry orders. A duplicate sheet is put in the salesman's order which is to be used in checking on the items he has with those he has ordered. The shipping clerk who fills out the order signs his name at the bottom of the sheet and is responsible for the goods as long as they are in the shipping-room.

Settlement sheet.--Salesman pay every day or every week for the goods taken. The daily payment

ORDER LIST

BREAD

30	Butternut
	Long Sand.
	Sandwich
5	Yard
	Vienna
5	French
	Long French
	Graham
3	Wholewheat
300	Attaboy
15	Rye
	Raisin (Tues. & Fri.)
	Gluten
	Pl. Brown Br.
	Raisin Br. Br.
	Beans

ROLLS

2	Tea
	Parker House
	Graham
	Rye
10	Frankfurt
2	Hamburg
	Plain
	Pan
	Cr. Tartar Bis.
	Cinamon Buns
	Rings
	Ger. Coffee Buns
	Raisin Buns (Fri.)
	Butter Br. (Thurs.)

DOUGHNUTS

1	Bismarks
2	Jelly
	Raised
	Golden Rings
2	Chocolate
1	Crullers
2	Honey Dip
	Cocoanut Crullers
	Honeymoon
	Bx. Assorted (2 doz.)
2	Bx. Sugar (2 doz.)
	Bx. Cocoanut (2 doz.)
1	Jelly Crullers
	Doggies

CAKES

	Applesauce
1	Cocoanut Sponge
2	Chocolate Sponge
1	Strawberry Sponge
1	Pineapple Sponge
2	Jelly Sponge
1	Orange Sponge
2	O.-Pineapple Sponge
1	Cherry Sponge
	Toasted Co. Sponge
	Rd. Choc. Layer
	Rd. White Layer
	Hiwatt
1	Angel
	Duchess
	Orange
2	Cocoanut Cream
	Chocolate Ring
	Gold Ring
	Spice
	Maple Walnut
	Light Fruit
2	Sponge
	Short Cake
	Chocolate
	Walnut
	Pound
	Washington
6	Cakes, 10c
6	Cakes Asst., 15c
2	O. F. Marble
	Special
	Ladies
	Pecan Ring
	Queen Loaf

PASTRIES

	Fancy Roll Orange
	Fancy Roll Choc.
2	Jelly Rolls
1	Small Jelly Rolls
	Small Choc. Rolls
	Mocca Rolls
	Marsh. Rolls
2	Cream Rolls
	Patty Shells
2	Rasp. Turnovers
	Small Rasp. Turnovers
	Pine. Turnovers
	Small Pine. Turnovers
	Cr. Turnovers
	Diamond Cr. Turn.
	Cream Eclairs
	Custard Eclairs
	Cream Puffs
	Custard Puffs
	Jelly Tarts
1	Rasp. Tarts
	Straw. Cov. Tarts
	Straw. Cr. Tarts
	Pine. Cr. Tarts
	Fruit Slices
	Chop Suey
	Napoleons
1	Velvets
2	Selected Logs
4	Sandwich Creams
	Marguerites
3	Mocca Cakes
2	Rasp. Cr. Bars
1	Apple Cr. Bars
1	Pineapple Cr. Bars
1	Choc. Ovals
	Mayonnaise

CUPS

	Pine. Cream
	Rasp. Cream
	Choc. Cream
	Chocolate
	Bx. Choc. Cups
	Cup Cakes
2	Square Cups
1	Spice Cups
	Fruited
2	Kr. Fill Cups
	Walnut Cups
2	Choc. Kr. Fill.
	Topsy & Eva
	Jelly Cups

SQUARES

	Pineapple
	Raspberry
	Dates
	Lemon
2	Figs
	Mock Cherry
	Fig Bars
	Chocolate
	Cocoanut
	Square
	60 Piece Sq.
	Brownies
	Date Nut

COOKIES

2	Orange Star
1	Sugar
2	Molasses
	Rd. Hermits
3	Sq. Hermits
1	Ice Box
	Ginger Snaps
	Jelly Jams
	Butterscotch
	Cocoanut
	Drops Sugar
	Mol. Drops

PIES

35c	20c	12c		35c	20c	
			Apple			Lemon Frosted
			Raisin			Chocolate Cream
			Lemon			Pineapple Cream
			Apricot			Custard
			Pineapple			Cocoanut Custard
			Strawberry			Squash
			Raspberry			Strawberry Cream
			Blueberry			Blueberry Cream
			Mincemeat			Banana Cream
			Dates			Custard Cream
			Mocca			Butterscotch
			Sponge Cr.			Cream
						Large Washington

is more extensively used as the weekly payment has proved unsuccessful in many instances and often in accumulation of a large amount of credit.

A method which has been tried very successfully is to have the driver pay one morning for the goods he took on the preceeding morning. Although this seems a very strict rule a day's extension of credit if often granted.

If for a plausible reason approved by the supervisor, the salesman leaves a balance, it should be cleared during the week.

This tentative picture of a house-to-house system in a small bakery is rather elementary. Many details could be added to this plan, but they seemed either too expensive to be practical or never used by the small baker. The house-to-house plan has been proved a source of revenue especially for the small concern but a still larger source of profit is the store where the company sells retail. It is often neglected by the executive who gives for his only reason that he must seek larger volume sales medium.

CHAPTER III

Store Selling[1]

Store selling for the average bakery simply means giving customers the goods they ask for and receiving money in exchange, but for a few wise bakers, it represents a separate unit of the business for which they make plans with definite objects in mind: to bring more people to the store, increase the average sale, and as much as possible, secure a better profit for his goods.[2]

It is really the exceptional baker who gives any attention to the store. The small baker devotes the major part of his time to production, and it is surprising to find so many of them still in business.

Every retailer has his problems, since local competition, the type of help available, and the size of the store all vary, but there are general principles which could well be adopted by every baker in increasing his store sales.

There are six leading points which condition store selling: (1) quality, (2) variety, (3) exterior, (4) interior, (5) personal salesmanship, and (6) printed salesmanship, and only by applying himself

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[1] This Chapter adapted from a Conference with Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

[2] Adapted from "Successful Selling for Retail Bakers", Jaburg Bros. Circular, p. 1.

to all six, can the baker achieve success.

Quality[1]

The woman of to-day does not accept baker's cakes that are just as good as homemade, but only as, in many instances, a substitute for those she cannot have; when the husband comes home for dinner she excuses herself for not having had time to bake a cake and gone to Jones' store to buy one.

The women of the 90' were of the same opinion regarding bread. If we look up the statistics about the percentage of the total bread consumption of the United States produced by bakers, we find that in 1890, it was 20%, in 1919, 30%, and in 1930, 94%. These clearly show that the woman of to-day recognizes the quality of bread, and believes she cannot do better by baking her own. But the baker has had to work hard before being able to persuade the housewife that he could take her place in bread-baking. Why couldn't the cake baker use the same means to get the same results?

If we look again at the statistics we find that, at the present time, the baker bakes 21% of the cake consumption and 19% of sweet goods, (rings, rolls,

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[1] Adapted from Conference with Seth A. Wood, Standard Brands Inc., Cmabridge, Mass.

and buns). We also conclude that there is an increasing demand for sweets for between 1910 and 1927 there has been an increase of 274% in ice cream manufacturing and of 300% in confectionery.[1]

Before buying a cake the housewife wants to be relatively sure that it will satisfy her. What is the meaning of "quality goods"? It means products which the housewife wants: cakes, made with the best ingredients, attractively decorated and cleanly wrapped. In spite of this fact, the average retail baker of to-day gives his customer what he wants to give them without at all trying to know his customers. It is amusing to ask a retail baker what kind of customers he serves, for the "Idon't know" answer is usually what follows. And, furthermore, he is convinced that it does not matter. But it does matter; for if a woman is of the well-to-do class she will not look for quantity but for quality. On the other hand a woman of the labor-class will look for quantity and price on articles such as cookies.

Ingredient display.--A good way to show the housewife that a baker is using the best raw material is to have an ingredient window display over the

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1. Given by Seth A. Wood.

week-end. This has been done by many bakers and it is surprising how effective it proved to be. Many women have the long existing prejudice that the baker uses only lard of the cheapest kind, a substitute for eggs, milk, and butter, but as they notice in the display that the baker uses the same ingredients as those she does at home, then, comes the realization that after all the baker has good quality products.

Reasons for baking quality goods.--The most important of the baker's worries is the repetition of purchases by the customers, which is made possible when these customers are satisfied by quality goods. This feature makes for steady patrons and progressive business.

Mr. Schalter of Schalter Incorporated of Philadelphia, states that one of the prime factors in the success of his business is the ability to hold customers and that this was done by selling honest quality goods. "There was a Mrs. S...who first visited the store as a child, and who had purchased over 12,000 loaves of bread in her fifty years of shopping. Another old timer "dad" M...who avows he has eaten over a thousand of Schalter's Dutch cakes and is

not finished by a long shot,[1] is another example of a regular customer.

How this bakery attained such a good "hold" of its customer is explained in a statement of Mr. Schalter at the very beginning of his business, when discussing different matters with his sons: "Boys, you will see many changes in the baking industry, but one thing you will never see--and that is how to make a good article out of poor material."[2]

"Quality goods" means increased consumption for the more people like them, the more they eat of them. This in turn necessarily leads to a decrease in production cost. The housewife will often buy some other sweet goods instead of pastries because she is sure to prefer them for their quality. We can easily see that by the 300% increase in the production of confectionery goods in seven years, the housewife has not decreased her bakery purchases because she does not like sweets but because she does not find bakery products satisfactory. The continuous decrease in flour consumption proves that the woman of to-day lacking time to bake, eats less pastry and bread rather than to buy from the baker. Conse-

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[1] Taken from Bakers' Weekly, Novermber 21, 1931, p. 46.
[2] Ibid. p. 45.

quently, if the baker changes his tactics and begins selling goods to satisfy his customers, he will increase consumption of bakery products and get a larger share of the profits made from sweets.

Advantages.--High quality goods stay fresh longer. Stales have always been the biggest problem of the modern bakery, and no means have yet been found to eliminate them completely but anything that which reduces them is a great advantage.[1] If the goods stay fresh an extra twenty-four hours, the amount of stales will not be as high, for if on a certain day a large amount of an item is left over, less ordering for the following day will correct the over-estimated sales of **that** product.

A customer may not mind paying a few cents more for better quality, which means additional profit for the baker. Many retail bakers who do not know their patrons think that price is the only thing the customer considers. When a woman comes in a store, the first motives which impels her in selecting an item are emotional and if the reaction to these emotional motives is great enough to offset the high price, the sale is nearly made. This reaction will come from the appearance and the quality

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[1] Adapted from Bakers Weekly, November 28, 1931, "Practical Methods of Controlling Stale Returns", George M. Dunn, p. 47.

of the goods which create the desire of eating it. The customer will more naturally exchange a few extra cents for a better quality.

Therefore we may conclude that quality is the primary requirement for the success of a retail bakery, for without it, it is impossible to build up a permanent trade.

Variety[1]

When a customer goes in a bakery store, she expects variety and if she does not get it she will not buy. This does not necessarily mean that the baker must have many lines of goods, it means that a bakery should not always have the same items for sale, day in and day out. Many lines of goods bring duplication of labor and consequently higher cost of production, which can be corrected, however, by having a certain number of staples for daily sales and a number of well selected items for each day of the week.

We find some bakers still clinging to the same line of goods they were selling ten years ago, although the population of the district where the bakery is located may have changed from Irish to Germans

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[1] Adapted from Conference with Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

or French. Then they are surprised that their sales are declining since they sell quality goods. The types of residents must, to a large extent, determine the line of goods because different types of individuals have different taste.

Class of customers.--It is very important for a baker to know the class or classes of people he is doing business with, before selecting the items he will offer his customers. Is it well-to-do, the middle, the labor class or a combination? Each class goes for a different line of goods and the baker must therefore meet the demands.[1]

A baker in Lewiston, Maine, sells to a combination middle and labor classes. He manufactures one staple line of goods: the sponge layer cake; for variety he produces the same cake in different shapes and forms with different icings. Every day he has two specials, one adapted to suit the needs of the middle class, and the other, that of the labor class. In the past ten years, the complete line of goods has been changed three times with the exception of a few staples like cookies and doughnuts. By doing so, this baker has kept the patronage of the two classes and given his

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[1] Adapted from "Training the Modern Bakery Clerk", A. R. McPherson, Northwestern Miller, June 1, 1932, p. 555.

customers what they wanted.

This variety of goods enables the baker to find out which items are to be eliminated as slow moving, and which items kept as "good sellers".

Exterior[1]

The exterior of a store induces sales and goodwill, for it reflects the care and pride of the company for its products. The first impression customers get of a store is from the exterior, and if it is attractive and tidy it will necessarily urge more people to come in and buy.

General appearance.--There are many factors which may not seem important, but are often the cause of decreasing patronage. One of these is the accessibility of entrance which the baker must provide for: steps are to be avoided and the door be wide enough to permit free circulation. The sign should be easy to read such as the neon type which is perhaps the best in attracting people's attention, especially when it is supplemented by the good color scheme of the store. Many bakers seem to think, that to create the right effect they must imitate the bright color-scheme of the chain stores, but on the

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[1] Adapted from Conference with Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

contrary, they should avoid it if they intend to make them look like community and not chain stores. White paint which is sometimes used is usually a disadvantage rather than an attraction because it will soil quickly.

Fleischmann's Yeast Company gives the following color schemes as the most appropriate for a bakery. Exterior: ivory, tan, or buff trimmed with bright sage; ivory trimmed with forest green; buff trimmed with cocoanut brown. There are many other attractive schemes but these seem to be more suitable for a bakery store.[1]

Windows.--The next feature of an attractive exterior is an effective window. The window should pay half the rent, for just as the rent charge is determined by the number of people passing by, so the amount of business will be determined by the number of people who are urged to come in by the attractiveness of the window. The displays in those windows must then be carefully prepared and planned, in order to attract the largest number of people.

"Window displaying is divided into three classes: first, the kind which is used daily as first class advertisement; second, the kind which makes the window look elaborate but overcrowded;

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[1] Given by Mr. Seth A. Wood.

and third, the decoration for Christmas and Easter, and other special occasions."[1]

It is true that there are very few expert window decorators to be found among salesgirls, but for a store to present attractive windows this is not necessary.[2] The only essential items in window display, besides of course cleanliness, is variety and space. Crowded windows have a tendency to give the impression of high powered salesmanship, and no one of to-day wishes to be made to purchase anything. Since the windows should also be properly lighted, the fixtures should be placed so as to give an even light over the whole display. The majority of bakery stores are very poor on this point when they have a fixture in the middle giving good light at the center but leaving dark corners. A raised floor, sliding glass panels at the back, and dainty curtains at the corners; all add a touch which does not escape the customer's attention.

The great advantage of a well displayed window is its advertising value. It is a steady advertisement right on the spot where the goods are sold and it points out the day's special sales sometimes supplemented by posters. These posters, however, should

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1. Adapted from Bakers Weekly, May 7, 1932, "New Varieties and their Relations to Sales", G. N. Graf, p. 51.
2. Adapted from Bakers Weekly, April 30, 1932, "What Will the Answer Be", Norma Luker, p. 49-50.

be used discriminately for without doubt, they have a certain appeal to the customers. The chain stores have used them with success and now realize that they are a real attraction to the passers-by.

The exterior made attractive for its cleanliness well chosen coat of paint, and its effective window displays will necessarily induce more people to come in the store and become customers, but the interior must be in correlation with this charming exterior.

Interior[1]

After a customer has been attracted in a store, he must be made to buy by the neat and clean appearance of the interior, and the attractive display of the goods in the show cases. An attractive interior suggests and that the store is run and carried on by a progressive merchant, who has pride in the quality of his goods.

Floor.--In a store a plain wood floor is never satisfactory because it stains and accumulates dirt easily. The best floor-coverings are linoleum and rubber tile because they are not only attractive but easy to clean.

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[1] Adapted from Conference with Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

Lighting.--A customer should be able to see clearly from one end of the store to the other, for the cake which is out of sight may be just the thing she wants, and if she does not see it she will not buy at all. Few bakers realize the importance of a good lighting system but John Hartley, Secretary of Associated Bakers of America says that "sight appeal" has become the biggest thing in "merchandising."[1] But visibility, is more than adequate lighting, it includes a display of goods which will make every article visible to the customer.

Show cases.--The modern type of show case has everything to make the goods look their best; the top, sides and shelves are almost entirely made of glass, and at the top corners are small lights which give better view of the goods and correct any possible glare from the ceiling lights, and give a full view of the display.[2] The arrangement of the goods in the show case is obviously important, yet it is given little attention. For the ordinary baker, the show case is a place to put his goods because he has no other place in which to put them so he crowds in as much as he can.

A few principles of show case display are

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1. Adapted from "Successful Selling for Retail Bakers", Jaburg Bros. Circular, p. 5.
2. Ibid. p. 5.

therefore profitable to the baker. In every store there is a certain spot where the majority of customers stop. Here, should be placed the product you are especially anxious to sell with the staples like bread and rolls, which the customer most often buys, displayed as a back ground, in the wall case.[1]

Many bakeries have reserved that "sweet spot" for the display of their specials; such as the open counter, where the customer is bound to have her packages done up.

There should be a display of the different lines of products in each case which will give the customer a general idea of all the goods you carry at a glimpse. Price tags are of great assistance for they settle questions before they are asked. Occasionally this avoids a little embarrassment, and in rush hours it helps materially in speeding up sales.

If these points are followed the customer will consequently be more tempted to buy.

Store arrangement.--The store layout vitally affects the promptness with which the customers are served, therefore it should be carefully planned. Any baker in arranging his store should keep the

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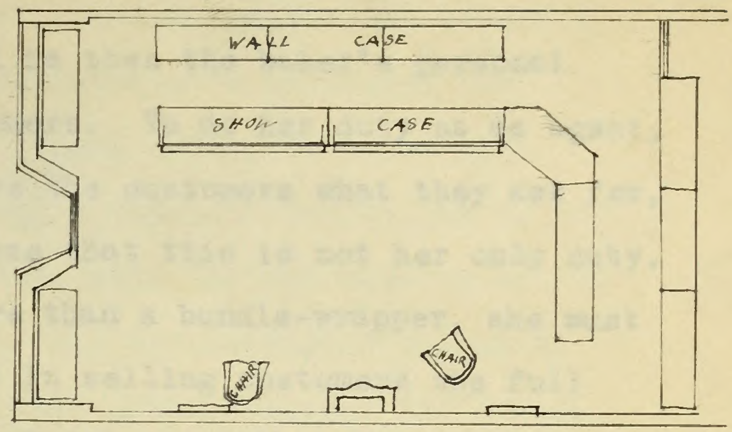
[1] Adapted from "Successful Selling for Retail Bakers", Jaburg Bros., p. 6.

following questions in mind: how can the space be most effectively utilized? What arrangement of show cases will give the greatest sales value? How can the most steps be saved?

The illustrations included here are the most commonly used; for they save steps, give ample display facilities and utilize the space effectively.

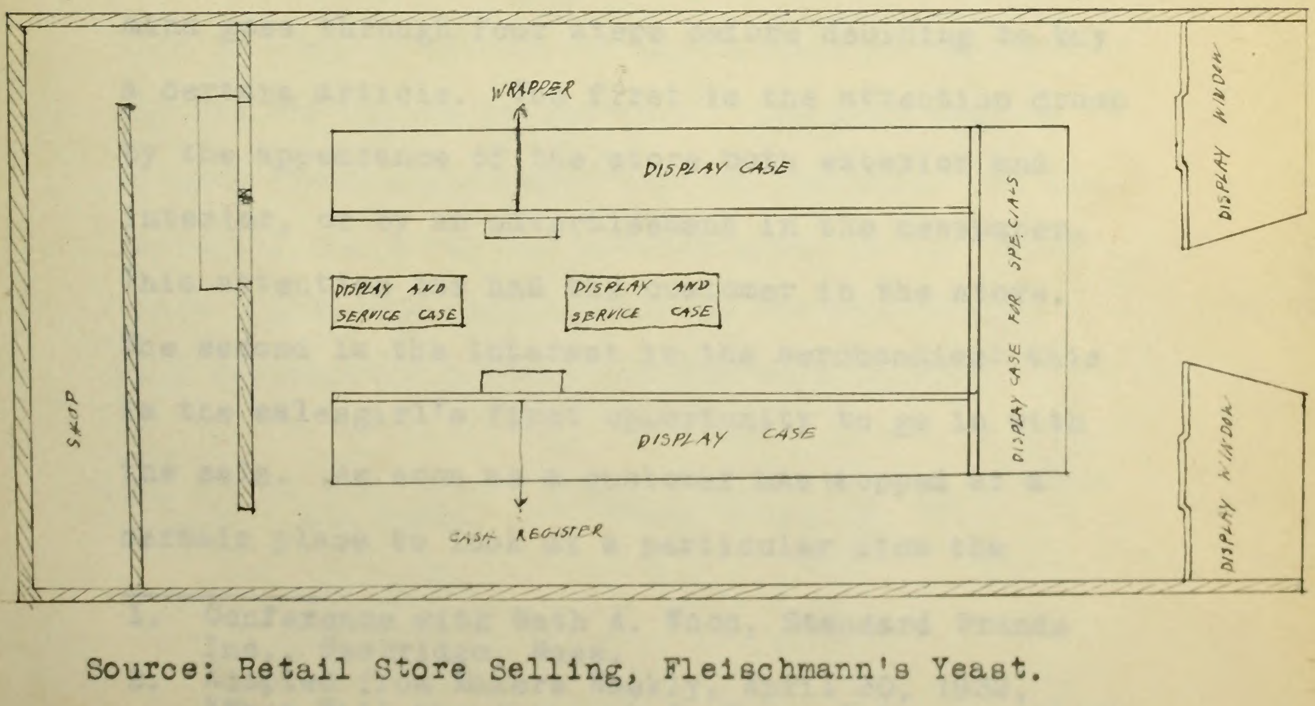
A retail store with such an interior will fulfill the requirements and will induce the customer to buy. Nevertheless the real seller, the one who will actually make the sale, is the salesgirl.

JABURG BROTHERS' PLAN


WALL CASE
SHOW CASE
CHAIR
CHAIR

Source: Successful Selling for Retail Bakers,
Jaburg Brothers.

FLEISCHMANN'S YEAST PLAN


WRAPPER
DISPLAY CASE
DISPLAY AND SERVICE CASE
DISPLAY AND SERVICE CASE
DISPLAY CASE
CASH REGISTER
SHOP
DISPLAY CASE FOR SPECIALS
DISPLAY WINDOW
DISPLAY WINDOW

Source: Retail Store Selling, Fleischmann's Yeast.

Personal Salesmanship[1]

The salesgirl is then the baker's personal agent to his customers. To do her duty as as agent, she must first give the customers what they ask for, but she must realize that this is not her only duty. In order to be more than a bundle-wrapper, she must put special effort in selling customers the full amount of items they can use rather than what they ask for. In this way she will prove herself a real salesgirl. The baker should also keep in mind the fact that very often the only way of changing a loss of money into a substantial profit, is to provide efficient salesgirls.

Four steps of store selling.[2]--Any customer's mind goes through four steps before deciding to buy a certain article. The first is the attention drawn by the appearance of the store both exterior and interior, or by an advertisement in the newspaper.. This attention has had the customer in the store. The second is the interest in the merchandise: this is the salesgirl's first opportunity to go in with the sale. As soon as a customer has stopped at a certain place to look at a particular item the

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[1] Conference with Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

[2] Adapted from Bakers Weekly, April 30, 1932, "What Will the Answer be", Norma Luker, p. 49-50.

salesgirl has his attention. She must transform this attention into interest and finally effect a sale. To arouse the customer's interest, the salesgirl must use a good but short sales talk about the article which the customer thinks is of good quality, and then show the merchandise to the customer. In doing this the salesgirl should be careful in handling the goods, because the housewife is unusually particular about the food she will serve to her family. The salesgirl should be ready at any time to answer questions about the ingredients used in the cake and its nutritive value.

"When the customer has been put in a state of mind favorable to the merchandise, it is time to create a desire for the item which is the third step. This is done by giving the particulars of the product and the way it can be served."[1] The last step is to make the customer say "yes" to the sale. If the salesgirl has given due consideration to the first three points the acquiescence to the proposition will necessarily follow, and the sale is made.

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[1] Taken from Bakers Weekly, April 30, 1933, "What Will the Answer be", Norma Luker, p. 50.

Requisites for the salesgirls.[1]--It is very difficult to tell the salesgirl just what to do but there are general requirements which should be pointed out to her.

The first of these is promptness. Whenever a customer comes in the store the salesgirl should stop the work she is doing at the time and give the prospect her undivided attention. She should go to meet her as soon as she approaches the counter. This gives the customer the impression that she is being waited on with pleasure.

Then comes the attitude toward the customer. A salesgirl with an energetic appearance who relieves a customer of her packages while she is in the bakery, will sell twice as much as the one who leans on a show case. She should give her whole attention so that the customer will not be annoyed by having to repeat her order two or three times.

Courteousness in speech and manner is the next requirement. The way things are told denotes the sincerity of what is said and good manners are essential to maintain goodwill.

The girls should be neatly dressed, a uniform

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[1] Adapted from Bakers Weekly, April 30, 1932, "What Will the Answer be", Norma Luker, p. 50.

or simple costume being preferable; nothing in her personal appearance should denote exaggeration or carelessness. Anytime she takes unwrapped goods out of a pan to serve a customer or to show it, the salesgirl should use a piece of sanitary paper.

Training of salesgirls.[1]--From what precedes, it is obvious that the salesgirl must be taught how to manage sales and make suggestions so as to increase sales per customer. There are different methods, but it seems that the best for the small bakery are meetings and lectures. Every other week, the executive assembles the salesgirls and discusses the current problems in sales and the acceptability by the public of such or such a variety. These are important, but to this, we must add that the executive should show the salesgirls of what ingredients and in what manner the goods are made.

It seems more practical to have that explanation every time a new variety is put out. This will not take more than ten minutes of the executive's time but it may be mean many dollars in increased sales.

At those meetings the executive should thoroughly explain the way of the sales talk, of meeting objections, and of receiving complaints. He should

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[1] Adapted from "Training the Modern Bakery Clerk", A. R. McPherson, Northwestern Miller, June 1, 1932, p. 555.

also convince them of the quality of the goods they sell because if the salesgirls are not aware of such a fact how can they transmit the feeling to the customers?

The salesgirl should be told that satisfaction of customers means repetition of sales. Under no circumstances will she give stale goods to the customer who has paid for the fresh.

Finally the executive should transmit to the girls the enthusiasm he feels about his store and the goods he sells.

Compensation.--The most efficient way to keep the salesgirls' enthusiasm for the store and sales, is to pay them well, pay them according to their efforts brought in increasing her sales per customer. The usual method is the use of a bonus. By this system, the girl is given a straight salary plus a commission on total sales. Another method which has proved successful is to give a prize to the salesgirl who has the highest average sales per customer. Other methods may be used according to the locality and conditions of the community.

In conclusion, we may say that the salesgirl is the one who makes the sale possible. If she is

courteous and efficient she will be an important asset to the concern which hires her. If the sales of a store is on the decline, a look at the salesgirls' efficiency may solve the probelm while a disregard of it may bring failure of the business.

Printed Salesmanship[1]

Purpose.--Printed salesmanship is especially for the woman who bakes at home. She does not go to the bakery to find out that the baker sells quality goods and has a variety of them. The exterior of the store invites people to enter and the interior advertises the pride of the baker in his store and goods, but the prospect who bakes at home must be induced to come to the store, and be told what you make and where you sell it.

Form.--The most effective way is to send circulars to every home in the neighborhood. The "special to-day" scheme has no equal in interest for the housewife. By having regualr specials and enclosing one in every package, the baker helps the housewife select her next purchase and necessarily creates steady customers, and attracts new prospects to his store. Window strips and posters

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[1] Adapted from Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

are the two other forms of printed salesmanship in use to bring out the bargain offered by the baker.

It is evident that the average baker does not take so much trouble in making his store a selling proposition, but we are sure that without due consideration of these principles, a retail baker will not keep his volume of sales but will send his customers to his competitors.

CHAPTER IV

Problems

Advertising

"No matter how fine your products are and certainly your quality must be high to meet the consumer's demand to-day--they won't sell themselves. You must give them the backing of well thought out merchandising, you must start your product towards your possible consumer by advertising."

"Bakers are in the exact same position as other manufacturers. The baked goods will not sell themselves. You must give them the impetus of a thorough and complete merchandising plan. And you must follow through day after day. You must advertise and advertise--not for a few weeks but consistently."[1]

In his advertising the baker must create a demand for his goods. The object in buying space in a newspaper will not only be to have his bakery and name known but also to win brand dominance in his particular market. He must stress the quality and variety of his goods so that the housewife will

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1. Taken from Bakers Review, June 1932, "Advertising", R. W. Varney, p. 34.

choose his products in place of others.

The advertisement, although directed to the building up of new trade must also convince the existing customers of the standing quality of goods. A necessity then exists for the baker to choose the most appropriate message to insert in the media he has found most suitable.

Advertising theme.[1]--For the past years the central idea running through all bakery advertising has been "our bread is just as you make it, Mrs. Housewife, the same ingredients, baked in the same cleanly manner." "This would have been practical years ago when the housewife was skeptical about bakery products, but to-day such messages can hardly be called upon to sell bread and to have returns on the money spent in such bakery advertising." The bread and cake ingredients used a bakery differ from those used in a home, and the kind of advertising given above gives the housewife the idea that any bread is good. If bread baking consists of flour, water, yeast, shortening and an oven, why should she buy bread on a price basis?

The baker is in a better position to bake bread than the housewife; he is more experienced and

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1. Adapted from Bakery Sales Promotion Association Bulletin, No. 14 A, "Advertising Media", W. Warrick, P. 43.
2. Ibid. 43.

consequently more efficient. Why shouldn't the baker be more experienced when one takes into consideration that he has spent six or eight hours a day for many years in bread production, whereas with the housewife bread baking is only a sideline? He spends money, time, and energy in improving his baking products for better quality and taste. Therefore, why not use these facts in his advertising? The housewife will then be convinced that quality in a loaf of bread or in a cake, depends not solely on ingredients used, but in the method applied by men of much experience. The products must be idealized, they must be advertised as being different from others, and only then will the advertising of the small baker be worth while.

Planning.[1]--It is therefore imperative for the small baker to plan his advertising; he will work out this plan to his greatest advantage covering the whole year. In doing so the executive can more easily see ahead and effect savings on his purchases. One factor should be kept in mind when an advertising budget is formed. In view of the fact that it costs much more in effort and money to acquire a new customer than it does to keep existing

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[1] Adapted from The Doughnut Magazine, February and March, 1932, "Advertising with To-Day's Budget", M. St. George, p. 6.

patrons, the average baker should make the greater effort in keeping old than in obtaining new patrons for while he is getting a new customer his competitor is drawing to himself the steady one.

There are many advantages in planning advertising. First, it makes it possible to take ample time to consider the type or method of advertising that is needed and select only that which will give the best results. Secondly, the baker will eliminate any advertising expenditures which will not seem to produce direct results in sales. Thirdly, a proper relation between sales and advertising can be established.

How to plan.[1]--The first step to take in planning the advertising program is to take the past sales and analyze them. "This will show the peaks and valleys of the sales year and consequently indicate where the advertising must be centered"[2]--where the sales efforts are most needed.

It is obvious that extensive advertising is unnecessary during peak seasons, which for the baker comes in spring and summer. Nevertheless, there should be some advertising done to keep the sales at their height, always remembering that

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[1] Adapted from The Doughnut Magazine, February and March, 1932, "Advertising with To-day's Budget", p. 7.

[2] Ibid. p. 7.

it is much easier to keep the sales curve stable than to check its downward trend.

When sales begin to fall then it is time to extend the advertising efforts. Winter months and late fall necessitate an extensive advertising to keep the small bakery on a profitable basis. With the coming of winter months, people in New England communities usually start to heat the stoves and it is easy for them to bake their pastries and cakes at no extra cooking expenses. There is no better time than these months for the baker to induce his customers and prospects in getting away from that practice.

The advertising should stress the savings in buying ready-made cakes and also the hours of leisure enjoyed by the housewife who does not spend a good part of her time in the kitchen doing her baking. It is difficult for the housewife to bake a good quality cake that will cost her less than twenty cents; she has to pay a higher price for the ingredients at retail than the merchant at wholesale. Often she does not possess the necessary technique in obtaining the greatest volume.

Appropriation.[1]--What will be the advertising appropriation? Most bakers admit that it should

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[1] Adapted from The Doughnut Magazine, February and March, 1932, "Advertising with To-day's Budget", M. St. George, p. 7.

be based on probable volume of sales for the coming year. From ten small bakers interviewed, the expenditure allowed ranged from one half of 1% to 2%. This seems to be the general allotment made by bakers.

This amount decided upon should be distributed according to the conceived plan. There now remains to choose the media that will give the best returns on the investment, and also those which are more appropriate to a baker selling house-to-house and operating a retail store.

Media.--"If a baker wants to gain brand dominance in a market where the qualities of different products are fast disappearing, he must find an advertising theme which will set his brand apart so that people will appreciate their value. The selection of the medium will, in a large measure, depend upon the theme and the baker's position in the market."[1]

"Three factors must be considered in choosing the media. First, there are not two people who see a thing exactly in the same way. This is due to the fact that every impression is made to parallel a past experience, and therefore, receive a com-

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[1] Taken from "Advertising Media", Walter Warrick, Bakery S. P. A. Bulletin, No. 14 A, p. 44.

pletely different understanding from that of another individual. The selling message should be stated so clearly, that it can be understood by the greatest number of people without the possibility of their receiving a negative suggestion. Secondly, all men have not equally good memories. Psychologists tell us that 25% of the people will forget a definite impression after a lapse of twenty-four hours, 50% will forget it after a lapse of forty-eight hours, while 85% will have forgotten it entirely after four days. This fact is enough to make a baker see the value of continuous advertising. Thirdly, premiums, sampling, and the like usually upset the market and lead to bad business conditions for all. Premiums, to be effective, must be continuous and this necessitates an extra selling expense, an investment in various premiums of capital which the baker often needs."[1]

Inserts.-- Considering those factors, the less expensive medium which would be constantly before the eye of present customers is the insert. These inserts are put in every package leaving the bakery. Bakers overlook the value of this kind of advertisement but they should consider the fact that every single

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[1] Taken from "Advertising Media", Walter Warrick, Bakery S. P. A. Bulletin, No. 14 A, p. 44.

one goes to a customer. "There is no lost circulation; it is very inexpensive and keeps the baker in touch with his customer throughout the year." An insert every week would be sufficient. One on which special sales for the following week are announced, advertising at the same time new products to be on the regular list. This insert can do much more in many instances than all the sales talk of the route salesman.

It is the general opinion that there should not be too many items on the list. Many claim that one on each side of the insert would be sufficient. A mere glimpse at the paper will attract the attention and although the customer may throw it away with the wrapper, the impression he receives will come back to his mind when the salesman calls the next day.

A good suggestion would be to print on these inserts the names of different cakes for different occasions. This practice has met with good results by large concerns. Why shouldn't the small baker endorse it?

Mr. Lee A. Marrs of Siebel Institute, Chicago, Illinois, maintains that "all inserts should be

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1. Taken from The Doughnut Magazine, "Advertising with To-day's Budget", M. St. George, February and March, 1932, p. 8.

plainly printed and contain an interesting story relative to the family's use of bread" and he adds "bread is a food that can be used in many different ways."[1]

This point of teaching the customer new ways to use bread would increase consumption in general, and every baker would benefit from it. But naturally the idea seems to be more theoretical than practical for the small baker. In a word, the real value of the insert is summarized in the idea "suggestion" to existing customer in helping them choose their next purchase. Consequently this kind of advertisement has little value for prospects.

Truck posters.-- Another means which can be afforded by every small baker, is the truck posters. "The baker's trucks are on the street a good part of the day and are seen by hundreds of people. They pass through residential and business districts, and in many instances, these trucks are on streets where advertising could not be bought at any price." The cost of the posters is so small in proportion to their value that every baker should have a different one on his trucks at least once a week.

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1. Address given at the Annual Convention of the Associated Bakers of Illinois, 1932.
2. Taken from The Doughnut Magazine, "Advertising with To-day's Budget", February and March, 1932, p. 8.

"The value of such advertising can be revealed by the fact that Americal Express Company charges $25,000 per week to carry an advertising message on the side of 8,000 trucks throughout the United States."[1]

Truck posters are especially important for the small baker who cannot easily afford extensive newspaper advertisement. This type of advertisement will reach many prospects every day, and the results, although instantly not apparent, will most probably not be a loss for the baker.

The truck poster to be worth while must, like other kinds of advertisement, attract the attention. To do so it must be brought out; i.e., it must give the passerby the whole story in an instant. The letters and the numbers must be large enough to be read at a distance.

Newspaper.-- This form of advertisement is somewhat more expensive than the two preceding, but its value cannot be contested. "Newspaper advertisement is a silent salesman. It goes into hundreds of homes in the community; all members of the family read it. Of course no women will say that she takes a newspaper for the advertising that is in it. She will

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[1] Taken from The Doughnut Magazine, "Advertising with To-day's Budget", February and March, 1932, p. 8.

not always admit that she reads the advertising. She eagerly grabs the newspaper morning and evening because she wants to know what is happening in her own town and in the great world outside. She is news hungry."[1]

Advertising is news; if it is not, it misses the object for which it is used. The baker should ban from his advertisement, those over-used "bread is your best food" and similar appeals. The advertisement should announce new sales and offer new appeal. A newspaper always having its front page illustrated in the same way, with the same headline types would necessarily lose in front page value. The baker's newspaper advertisement appearing regularly on the same page with an unchangeable theme would also lose its value and become worthless. The local newspaper advertising prepares the way for the salesman. It often does more to convince the housewife of the quality of the product than any sales talk could do.

When the salesman calls on the housewife, who has read an advertisement in the morning or evening newspaper announcing a new product or a special, the salesman can more easily make a sale.

The small baker who uses newspaper space intelligently and efficiently will create a larger demand

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1. Taken from "Keeping a Dollar at Work", by Truman DeWeese, New York Evening Post, New York, 1915, p. 19.
2. Ibid. p. 20.

for his goods, and only then will it be worth while for him to spend money in this medium of advertising.

Other forms.--Among other forms of advertising used by the small baker is the calendar. This medium is not used by large concerns in the baking industry, but it has a certain value in small communities where it is an established custom for a store to give calendars to its patrons. When the baker gives these to his store customers he must also give them to his route patrons. Otherwise he would seem to discriminate between two parts of his trade.

Sales letters are seldom used by the small baker, but it could be effective in helping the route sales and favor a large store patronage. In this kind of advertising the baker should have an accurate mailing list and should revise it at least twice a year. A baker should have an understanding with the local Gas and Electric Companies that they shall notify him of new prospects moving in the neighborhood.[1] Sales letters could be sent to these prospective customers and then, without doubt, the prospects would be in an advantageous mood when they would visit the bakery store or when the route salesman would call on them.

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[1] Adapted from Conference with Seth A. Wood, Standard Brands Inc., Cambridge, Mass.

Advertising in these various media which are adapted to a definite and well established plan, will give the small baker a real dominance in the bread and pastry market of his community. Only then, shall he be convinced that continuous and repeated advertising well directed towards the proper appeals of his goods, is a necessary condition to obtain that height of dominance, only then will he keep his customers and acquire new ones by the quality of his goods.

Competition

Real competitive conditions in the baking industry made their appearance in 1932. It is true that competition has always existed in this industry as in any other and that any attempt to destroy it even locally, has been severely prosecuted, but the depression following the crash of 1929 had little effect on its increase before 1932. Bread being the cheapest of foods and people having to eat, the volume of bread production has been fairly maintained; but bakers engaged more intensively in cake baking, which has become somewhat of a luxury, noticed a more pro-

nounced drop in sales.

General reports on the baking industry show a sharp drop in bread and pastry in 1931.[1] "This was caused apparently by extensive retail sales of flour, by free distribution of it to the needy and by Mrs. Citizen doing her own baking." The most logical remedy to the situation would have been to suppress "the marginal operators,"[2] "they owe their present position to the boom period."[3] "Now in desperation they frequently adopt desperate policies and promote bad competitive condition."[4] The other alternative, namely, to give a sales quota to every baker, is almost as impossible as the first proposition. A remedy was found in price-cutting wars from which only the fittest and most efficient bakers will survive.

The small baker is most affected by these existent condition, because along with the others, he has become with the boom days "mass-production mad."[5]

Having to compete with much more efficient producers, and on the other hand, holding firmly to his idea of maintaining if not increasing his production, he resorts too often to the medium of price-cutting which lowers his profits, obliges him to cut the wages of his employees which eventually creates an atmosphere

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[1] Taken from Business Week, November 18, 1931, "The Depression is Doing Strange Things to the Baking Industry", p. 11.

[2], 3, 4, 5, Taken from Address by Henry Stude, on "Competitive Conditions", Convention of American Bakers Association, October 5, 1932, p. 2.

of dissatisfaction in his business.

Nevertheless, the small baker must meet competition but he must not create it. Generally his competition comes from three definite sources: local bakers, outside concerns, and chain stores.

Local bakers' competition.--The cause of intensive local competition is created by lack of understanding between bakers. Many small bakers following their fixed idea of increasing their sales, do their utmost to get the other fellow's trade. It becomes a "get and lose" game, with the final result that nobody gets anything but a loss in profits and a demoralization of the trade.

Voluntary chains have also done much to discriminate local bakers. Often these voluntary chains make contracts with a local baker to have their own private brand of bread and pastry at a special discount. Consequently, the other bakers' products are not sold unless the customer asks for them.

In the house-to-house system, competition is made on a price and service basis. The baker's dozen of thirteen units is often used; for every dozen loaves of bread bought by a customer, one loaf is given free.

Another practice is to give a loaf of bread free with the purchase of a particular cake. All these factors often result in unfair competitive conditions.

In his store, the well established small baker is always subject to cut-price competition. If we take, for example, a typical retail bakery store in Lewiston, Maine, and look up the prices of different items and compare them with those of the other two small retail bakeries in the same town, we find that a real discrimination in prices exists; as much as five cents difference on a twenty-five cent cake.

Competition among local bakers is more extensive in the wholesale part of the business; the house-to-house trade, although somewhat subject to it, is more the field of outside competitors.

Many tentative steps have been taken to eliminate price discrimination between local bakers but the "gentlemen agreements" usually end with the meeting. The best means for the small baker to meet that competition are: to create a customer's demand for his products stressing quality and service, cutting down his costs to a minimum, and having an efficient sales organization.

Outside bakers.--The small baker has real competition from outside concerns on his house-to-house routes. By outside concerns, we mean bakers from larger cities taking the smaller communities as a profitable outlet for their surplus production. The larger concern is, without doubt, better organized and has a somewhat more efficient sales force. Its rules and policies are more absolute. On the other hand, the local baker being on the spot of competition, can more easily find out the existing conditions of his territories through personal visit or through his supervisor. The small baker having but a small salesforce, is more friendly with his salesmen and can therefore help them much more in giving them proper information to meet competition. He has also the advantage of being a local baker which often means an increased patronage.

The larger concern devotes more energy in developing new appeals to their products and in producing new items than does the small firm. The small baker generally imitates the larger competitor with less positive results.

To meet these conditions the small baker should take the initiative in putting out new products and give them new appeals. He should also get rid of

obsolete lines which are no longer in demand.

Chain stores.--Competition from chain stores is on a price basis. They have taken this practice in bakery products as in the other lines of goods, and have become generally reputed as selling products of a much inferior quality. It remains for the small baker to advertise the high quality of his products and not try to meet the chains on a price basis.

Five cent loaf.--We cannot write on competition without giving a few details on that five cent loaf which has demoralized the baking industry during the past year. All over the country, big and small concerns have taken to the idea of producing a "bumper loaf". Very few bakers produce a five cent loaf at a profit and from information received, the majority selling it admits that it is a losing proposition.

It is most probable that the small baker cannot produce it at a profit and if his sale of other loaves is not high enough to absorb any loss from the producing of such a loaf, it will be the first step towards failure. The small baker should not produce it, but if he does, he should check its

production. Some bakers have adopted the means of fixing a maximum amount allowed to each salesman. This has met with success but some bakers have found this method impractical.

Here is a plan[1] adopted by a successful baker to replace the five cent loaf by the ten cent one. Every day this baker would have a meeting of all his salesmen in order to stir up the enthusiasm of his men. He would show them that their commission was lowered by the sales of five cent loaves, and at every meeting he would see which salesman had sold less five cent than larger loaves. A weekly radio program was devoted to advertise the ten cent loaf.

The results were as follows: on January first the production of five cent loaves was 10,000 a day and of ten cent loaves 1,200; on March first, 5,000 five cent loaves and 6,000 ten cent loaves. Production had decreased but the ten cent loaf production had increased 500%.

Such an example shows what can be done with a well adapted plan. Every baker should have some policy regarding the five cent loaf, to which he firmly adheres.

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[1] Taken from "The Nickel Loaf", Bakers Weekly, April 9, 1932, p. 53.

The small baker should, in order to meet competition, put more time to his sales, advertise the quality of his goods, and keep his production on a profitable basis, even to the detriment of volume. Without doubt the adherence to such policies would put the small baker on an even competitive basis with other distributors of bakery goods.

Stale Returns

One of the biggest problems in the baking industry and the most difficult to solve is without doubt, stale returns. Many means of eliminating them have been attempted but they have met with little or no success. Some bakers do not take back stales; these are very few in number. Such a system seems very reasonable but it is really impossible in the wholesale business, because it will put the baker at a disadvantage with the others who take them back.

Concerns operating house-to-house routes allow either a limited return of stales or none at all. When they do, the return allowed is a percentage on volume of sales and varies according to the item and the time.

The small baker does not usually take back stales from his house-to-house salesmen and if he does, he must work out a plan to reduce them to a minimum. His store is also a source of stales. To make his plan effective he must first study the causes of his returns.

Over-ordering.[1]--Over-ordering is the major cause of stale returns. The store head and salesmen are often careless in filling out their order sheets. Sometimes the salesmen must order twenty-four hours in advance which is too far ahead for him to know just what he wants. In this case, he will do much guess work, and usually not at a minimum as he should do.

Ordering done by some salesmen seems to be an eternal repetition. From an analysis of order sheets made by a particular salesman in a Lewiston Maine concern, we found that he had ordered thirty-five dozen doughnuts every day for a whole month. It is very doubtful that this man's sales of doughnuts could have been the same every day for a whole month. Evidently he did not bother to order what he needed but used what he had and left what he could not sell as stale returns.

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[1] Adapted from "Modern Bakery Merchandising", Bakery Sales Promotion Association, Chicago, 1932,p-. 23.

At sales meetings the executive should convince his men of the necessity of careful planning on future sales, and make them understand that the larger the amount of stale returns is, the higher the cost of production. Furthermore heshould try to get the salesmen's order as near the time of delivery as possible.

The route supervisor should analyze the ordering and compare them with the stale returns, and be free to change the demand of a certain item when he finds it advisable. Much care must be taken in such changes, and the supervisor making them must have a clear knowledge of route conditions and the salesmen's practices.

Fluctuation of the consumer's demand.[1]--The next cause of returns is the fluctuation in the consumer's demand. This may vary according to various factors such as weather changes, holidays, or special sales of other food commodities.

A rainy day will prevent many daily customers from coming to the store. No doubt, it is difficult for the salesman to be sure of the next day's temperature, as he cannot rely on newspapers forecasts, but he should consider these forecasts for what they

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[1] Adapted from "Modern Bakery Merchandising", Bakery Sales Promotion Association, Chicago, 1932, p. 26.

are worth.[1]

"Sales of bakery goods are also influenced by the distribution of hundreds of copies of women's magazines containing scores of good advertisements and recipes of all kinds. Extensive flour sales also increase the sales resistance of the housewife, who finds it cheaper to bake her own bread and pastries than to get them from the bakery. Drives by producers of cereals in a particular community will sometimes decrease sales of bakery goods. On the other hand, holidays which make people circulate and congregate bring a substantial increase in the baker's production."[2]

The salesmen must be aware of all these factors if he really wants to check on his stale returns. It is the duty of the executive and supervisor to help them in becoming conscious of these incidents that may effect his sales, so that he will put more sales efforts when selling under such unfavorable circumstances.

Outlets for stale returns.--Reduction in stale returns will mean a larger profit for both the baker and his salesmen for they must get rid of these products at a nominal price. Some small

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[1] Adapted from "Manual on Stales for Route Salesmen", New York Bakers Association, 1930, Conference No. 3.
[2] Ibid. Conference No. 3.

bakers have used their own retail stores as an outlet for stales. Such a practice has a bad effect on the store sales; customers become skeptical as to whether the goods they are buying are fresh or stale when both are sold in the same store. Public institutions are more feasible outlets, for they do not affect business in any way. Small concerns sometimes have a number of poor people who are very glad to get these products at a price lower than that of the regular fresh goods.

Careful ordering and proper consideration of any possible change in the consumers' demands are the basic principles that may guide the salesman in keeping his stales at a minimum. If the executive can convince his men of the soundness of these guiding principles, the effect on his profits will be surprising and the problem of stale returns will be somewhat solved.

Packaging

Another item worthy of the baker's consideration in the cost of his finished products, is the development in the use of all kinds of wrappers. "Many foods formerly unprotected are now protected

and many of those then hidden from view by heavy paper are wrapped in transparent paper and displayed."[1]

Evolution in the packaging of bakery goods has been fast-moving and, without doubt the neatness and attractiveness of such packages have done much to increase the sales of a large number of bakers. The present tendency in the baking industry is the use of transparent wrappers. Again the small baker has followed the practice of the larger in adopting this type of packaging.

Effect on appearance of goods.[2]--The wrapping of all bakery goods have a favorable effect on their appearance, especially if transparent paper is used, for the visibility of the product tends to stimulate the "eye appeal" and "appetite appeal" of goods. There is nevertheless a striking exception to the use of transparent wrapping in bakery goods, and that is on bread. In a survey made by the Metropolitan Life Insurance,[3] we find that wrapping bread in transparent paper resulted in a decrease in sales, due to the difficulty of producing loaves of bread exactly alike. The general practice of bakers is wrapping bread in an opaque paper. Bread is bought with a predetermined intention and consequently

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1. Taken from "Transparent Wrapping as a Sales Aid for Food Products", Metropolitan Life Insurance, New York, 1932, p. 1.
2. Ibid. p. 7.
3. Ibid.

needs less eye appeal than bakery goods which are purchased on impulse. The bread wrapper should nevertheless be attractive with the name of the producer in evidence, and designs in a good color arrangement.[1] The theory of designing to sell has found sponsors in many industries and facts have proved the veracity of such a policy. The small baker should then adopt a well-designed wrapper and boxes which will reflect the quality of his goods.[2]

Effect on sales.[3]--The baker who was late in adopting the use of transparent wrappers usually noticed a decline in cake sales and had eventually to adopt it, because the housewife of to-day more than ever insists on seeing the goods before buying them. By wrapping his goods the baker removes a part of the sales resistance and satisfies his customers more thoroughly.

Effect on condition of goods.[4]--The baker reduces stale returns, for wrapped goods stay fresh much longer, especially if the wrappers are well sealed. The introduction of sliced bread has somewhat lowered this advantage in that sliced bread gets stale sooner, therefore the use of two wrappers has been necessary.

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[1] 2. Adapted from speech given at the Illinois Bakers' Convention, April 1932, Lee A. Marrs, p. 5.

[3] Adapted from "Transparent Wrapping as a Sales Aid for food Products", Metropolitan Life Insurance, New York, 1932, p. 6.

[4] Ibid. p. 10.

Effect on costs.[1]--The necessity of wrapping bakery products to meet the public demand has increased the cost of the finished product. To the small baker, who usually does all his cake packaging by hand, wrapping of this kind is much more expensive than to the big concern where machines are used, and which has the advantage of large quantity discount. All these factors directly increase the production cost.

Some small bakers even reduce the quality of their products in order to absorb that extra expense. This practice in condemnable, because as soon as a customer is conscious of such a practice, he will most likely stop buying from that bakery. Other small bakers reduce the weight of their products; this seems more feasible although it is better for a firm to look upon the added cost as a sales promotion expense rather than as a reduction in profits.

In short we may say that the wrapping of bakery products is an achievement towards an easier acceptance of bakery goods by the housewife, because of their neat and attractive appearance. It is also appropriate to add, that transparent wrapping should not be used on lines of goods indiscriminately

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[1] Adapted from "Transparent Wrapping as a Sales Aid for Food Products", Metropolitan Life Insurance, New York, 1932, p. 11.

because it may not increase sales in certain products, but simply create an extra expense.

CONCLUSION

We have built up a tentative program that may be followed by the small baker. It may seem difficult or sometimes too expensive to put in practice all its enumerated details, but the small baker, in order to maintain his present advantageous position in his community and surrounding territories, must without doubt revise his selling policies and practices.

He must put more time to his sales problems and at the same time produce quality goods. A well organized salesforce under his direct or indirect supervision, will help him meet outside and chain competition more than any price cutting policy.

A real conception of his duties and problems will enable him to continue his business and to increase his profits. The future of the small baker seems promising despite the depression which has

slightly lowered his profits. The time may come, however, when only the fittest and most efficient will be able to stay in business; then only the well organized bakers will survive.

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Lepage

Merchandising in a small bakery

DATE	ISSUED TO
5:—	Sidney August
12:30	" "
5:20	Gladys Hoffman
12	Gilbert Fitzgerald
10 "	Jack Sam

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